



Institute of  
**Internal Auditors**  
Malaysia

# 2026 TOOLS FOR LEAD AUDITORS

(Developed By Global IIA)

IIAM  
**GLOBAL**  
SERIES

## PROGRAM OVERVIEW

Leading an internal audit project requires knowing and fully understanding the audit process and possessing the ability to guide an engagement team in performing the fundamental responsibilities of internal auditing. This course provides an overview of the life cycle of leading an audit engagement, including planning, examining the internal control environment and organizational governance, obtaining and presenting audit evidence, wrapping up the audit engagement, and measuring the effectiveness and efficiency of the audit engagement.

This instructor-led course includes interactive group activities and breakout sessions of real-life scenarios that teach the concepts, tools, and techniques needed for leading an internal audit team. Lead auditors that complete this course will walk away with proven internal audit practices that can be immediately applied to an organization of any size, and within any industry.

### WHO WILL BENEFIT FROM THIS COURSE?

This course is intended to equip participants with the essential understanding, skills, and techniques to effectively, and confidently, complete their critical role as lead internal auditors. This course is designed for the lead internal auditor – with 2+ years of experience, who has a desire to boost their internal audit skills to successfully lead an audit engagement with confidence and become an effective and trusted advisor within their organization.

## ADMINISTRATIVE DETAILS

HRDC PROGRAMME NO. **10001696641**

TARGET AUDIENCE **LEVEL III**

MEMBER'S FEE **RM3,294.00**  
All Fees is inclusive of 8% SST

NON-MEMBER'S FEE **RM3,834.00**  
All Fees is inclusive of 8% SST.  
*EARLY BIRD FEE 10% discount for registration received one (1) month prior to respective workshop dates*

DATE **1, 2 & 3 July 2026**

TIME **9:00 am – 5:00 pm**  
(Registration will be on Day 1 at 8.30 am)

DELIVERY MODE **Physical Class**

LOCATION **Kuala Lumpur**

PROGRAMME CODE **2026/KL25**

TRAINER **Shanmugam M.**

CPD POINTS **24**

### Disclaimer

*This course has been planned as a classroom training session. In the event that the training session is converted to virtual format, a rebate of RM300 will be given for each participant. T&C apply.*



## COURSE OBJECTIVES

- Describe the components of the audit model.
- Identify the components of the COSO Internal Control Framework as they relate to the lead auditor role.
- Compare the roles and responsibilities of audit management, lead auditor, and the activity under review, including management.
- Identify key concepts necessary to becoming an effective leader.
- Identify key concepts necessary to leading and mentoring staff.
- Identify the components of the engagement planning and the opening conference.
- Identify best practices for conducting an audit risk assessment, walkthrough, and audit program development.
- Identify the review requirements for engagement fieldwork and testing.
- Identify best practices for reviewing audit findings and recommendations.
- Identify the components of effective audit reporting and the exit conference.
- Demonstrate the steps necessary to wrap-up the audit after the report is issued.
- Recognize the formal quality assurance standards that the internal audit function is required to follow.

### Staff Development & Leadership

- Effective monitoring and feedback
- Soliciting feedback from stakeholders
- Mentoring
- Customers of the lead auditor
- Leadership development
- Characteristics of an effective leader
- Promoting the internal audit function
- Qualities of a successful lead auditor – Personal skills and abilities

### Audit Planning

- Applicable Standards
- Audit model – Planning phase
- Planning considerations
- Preliminary client survey
- Audit planning memo
- Business case example
- Documenting and reviewing the risk and control matrix
- Creating and updating process flow documentation
- Walkthroughs
- Flowcharts and narratives
- Audit opening conference
- Qualities of a successful lead auditor – Planning and controlling audits

## OUTLINE

### Overview of the Audit Model

- Mission of internal audit
- The audit model

### Overview of the Internal Control Environment

- Control terms
- COSO Framework
- Risk in the control environment
- Risk assessment and audit plan development
- Enterprise risk management

### Audit Governance, Roles & Responsibilities

- Governance
- Three lines of defense model
- Audit governance roles and responsibilities
- Qualifications of audit team members (by level)
- Mission statement, vision statement, and audit charter
- Independence and reporting relationships

### Test Plan & Work Program Development

- Applicable Standards
- Test plan, work program, and allocating resources
- Creating the test plan
- Developing a work program
- Allocating resources

### Reviewing Audit Evidence & Workpapers

- Applicable Standards
- Audit evidence
- Reviewing audit evidence
- Sampling methodology
- Data analytics
- Reviewing workpapers

### Audit Observations & Recommendations

- Applicable Standards
- Communicating audit observations and recommendations
- Reviewing audit observations
- Potential client reactions to audit observations
- Selling audit observations
- Developing recommendations



#### **Audit Reporting & Exit Conference**

- Applicable Standards
- Audit reporting and the exit conference
- Audit report key elements
- Developing the audit report
- Reviewing the draft audit report
- Guidelines for overall audit rating
- Executing an effective exit conference
- Exit conference: Tips for success

#### **Audit Wrap-Up & Report Issuance**

- Audit wrap-up and report issuance
- Audit wrap-up responsibilities
- Conducting successful performance reviews
- Performance evaluation meeting guidelines and tips for success

#### **Audit Findings: Follow-Up**

- Applicable Standards
- Audit follow-up
- Issue follow-up, validation, and risk acceptances – Tips for success
- Risk acceptance
- Monitoring, follow-up, validation, and resolution process

#### **Quality Assurance & Improvement Program (QAIP)**

- What is a QAIP?
- Applicable Standards
- QAIP Framework
- Five characteristics of a successful QAIP
- Reporting the results of quality assurance

## **ABOUT THE TRAINER**

### **SHANMUGAM M.**

CA (M), ACMA (UK), MBA, CMIIA

Shanmugam M is the Chief Executive Officer of Fiscal Consultants Sdn Bhd, rendering services in control assurance, internal and management audit, risk management and related training services through IIA Malaysia. He is a Chartered Accountant (Malaysia), an Associate Member of CIMA, and holds an MBA from the University of Bath (UK).

After a brief stint with the Ministry of Trade & Industry, Malaysia, he began his corporate career in one of Malaysia's largest conglomerates. Shan has contributed to the various diverse businesses within the conglomerate and his varied experience of more than 25 years includes accounting and finance, corporate treasury and secretarial work, financial controllership, general management and internal and management audit.

As an accredited quality reviewer of the Institute, Shan also assists in carrying out internal audit quality assurance work, as emphasised by the profession.



Are you claiming under HRDC SBL Khas?

Yes  No

## COURSE DETAILS

Course Title 2026 Tools for Lead Auditors

Course Code 2026/KL25 Course Date(s) 1, 2 & 3 July 2026

HRDC Programme No. 10001696641

## DELEGATE 1

Full Name (as per IC) \_\_\_\_\_

Designation \_\_\_\_\_

NRIC \_\_\_\_\_ Gender  Male  Female Race \_\_\_\_\_

Mobile No. \_\_\_\_\_ Email Address \_\_\_\_\_

Member  Non-Member Membership No. (only applicable for members) \_\_\_\_\_

Dietary Preferences  Vegetarian  Non-Vegetarian

## DELEGATE 2

Full Name (as per IC) \_\_\_\_\_

Designation \_\_\_\_\_

NRIC \_\_\_\_\_ Gender  Male  Female Race \_\_\_\_\_

Mobile No. \_\_\_\_\_ Email Address \_\_\_\_\_

Member  Non-Member Membership No. (only applicable for members) \_\_\_\_\_

Dietary Preferences  Vegetarian  Non-Vegetarian

If you are sending more than 2 delegates, kindly send the delegates details in an Excel File format.

## CORPORATE DETAILS (only applicable for corporations)

Corporate Member Corporate Membership No: \_\_\_\_\_

Corporate Non-Member

## CONTACT DETAILS

Organisation Name \_\_\_\_\_ Company Registration No. \_\_\_\_\_

Mailing Address \_\_\_\_\_

Contact Person \_\_\_\_\_ Designation \_\_\_\_\_

Telephone \_\_\_\_\_

Fax \_\_\_\_\_ Email Address \_\_\_\_\_

## BILLING DETAILS

please tick if billing details are the same as contact details.

Contact Person \_\_\_\_\_ Designation \_\_\_\_\_

Billing Address \_\_\_\_\_

Telephone \_\_\_\_\_ Fax \_\_\_\_\_

Email Address \_\_\_\_\_

For non-member, would you like to be contacted to know more about IIA Membership programme?  Yes  No

## ENQUIRY & REGISTRATION

1-17-07, Menara Bangkok Bank, Berjaya Central Park, 105 Jalan Ampang, 50450, Kuala Lumpur, Malaysia  
Tel: +603 2181 8008 ext 210/211/212/213 Fax: +603 2181 1717 Email: training@iiam.com.my Website: www.iiam.com.my

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## PAYMENT DETAILS

Payment Details	Member Rate (per person) for KL-code related courses	Non-Member (per person)	8% SST	Total with SST
Fee (per pax) RM				
No. of pax				
Subtotal				

All registrations **MUST** be accompanied with full payment. Upon receipt of your registration, you are deemed to have read and understood the registration procedures and accepted the terms and conditions contained therein. (Please tick (✓) the chosen method)

Enclosed is a cheque/bank draft no. \_\_\_\_\_ for the sum of RM \_\_\_\_\_ payable to  
**THE INSTITUTE OF INTERNAL AUDITORS MALAYSIA**

HRD CORP CLAIMABLE - Programme No. 10001696641

E-PEROLEHAN or INTERNAL PROCUREMENT SYSTEM (Both MYR & USD accepted)

### LOCAL PAYMENTS BY CHEQUE / INTERBANK GIRO

All payments should be crossed and made payable to **THE INSTITUTE OF INTERNAL AUDITORS MALAYSIA**

Bank Details: United Overseas Bank (M) Bhd. USJ Tajpan Branch, No.7, Jalan USJ 10-1, USJ Tajpan Triangle, 47620 UEP Subang Jaya, Selangor

Account No.: 165-301-514-9 Bank Swift Code: UOVBMYYKL

### OVERSEAS PAYMENTS BY WIRE TRANSFER (USD only)

Beneficiary: **THE INSTITUTE OF INTERNAL AUDITORS MALAYSIA**

Address: 1-17-07, Menara Bangkok Bank, Berjaya Central Park, 105 Jalan Ampang, 50450 Kuala Lumpur, Malaysia

Beneficiary's Bank: STANDARD CHARTERED BANK MALAYSIA BERHAD

Beneficiary's Bank Address: Level 18, Menara Standard Chartered, No.30 Jalan Sultan Ismail, 50250 Kuala Lumpur

Account No.: 312-170-024-235 Bank Swift Code: SCBLM-YK-XXXX

### CREDIT CARD

I hereby authorise **THE INSTITUTE OF INTERNAL AUDITORS MALAYSIA** to charge to my credit card. to the value of

RM \_\_\_\_\_ Card Type:  VISA  MASTER

Card Number:

Expiry Date: \_\_\_\_\_ Cardholder's Name \_\_\_\_\_

I understand that any amount drawn from my credit card will first be cleared with the credit card authorisation facility.

Signature (As per credit card) \_\_\_\_\_ Date \_\_\_\_\_

## TERMS & CONDITIONS

### FEE

- Fee is payable to "THE INSTITUTE OF INTERNAL AUDITORS MALAYSIA". Please state your name, payment advice number, phone number and Workshop Code number at the back of the cheque/bank-in slip. Admittance will only be permitted upon receipt of full payment
- The fee covers a copy of course material\*, lunches, refreshment, and Certificate of Attendance.
- Full payment is to be made before the date of the course. Fee is inclusive of 8% SST.
- Walk-in delegates will only be allowed if full payment is made, subject to the availability of the seat.
- This course has been planned as a classroom training session. In the event that the training session is converted to virtual format, a rebate of RM300 will be given for each participant. T&C apply.

### HUMAN RESOURCE DEVELOPMENT CORPORATION (HRDC) SBL KHAS CLAIM(S) [APPLICABLE TO HRDC SBL KHAS CLAIMABLE COURSE(S) ONLY]

- Claimants are fully responsible:
  - Claimants are advised to **APPLY** for HRDC Grant Approval at least three (3) weeks (21 days) prior to the commencement of the course(s).
  - It is **COMPULSORY** to provide IIA Malaysia with the HRDC grant approval notification (letter or email) 7 working days before the commencement of the course(s).
  - To adhere to all terms and conditions set by HRDC (i.e., full attendance of the courses).
  - For timely completion and submission of all required HRDC documents as per their requirement.
  - To follow up and respond to any queries from HRDC and attain the approval of grant claim(s) within 60 days from the completion of the course(s). If no grant claim approval is attained within 60 days, claimants are responsible to arrange for an immediate full settlement of the course fee(s). Should a late approval is attained post the full settlement, IIA Malaysia will arrange for the reimbursement accordingly based on the approved grant claim.
  - The HRDC Grant Approval Amount falls within the purview of HRDC. IIA Malaysia is obligated to adhere to the HRDC procedure and permissible cost matrix. In the event that the approved amount is less than the total training cost, the participant or attending corporate entity is required to cover the remaining balance.

### CANCELLATION

- Upon registering, participant(s) are considered successfully enrolled in the course. Should participant(s) decide to cancel/transfer their registration, a cancellation/transfer policy shall be applied as follows.
  - Written cancellations should be received by 14 working days before the workshop date to get the refund.
  - Written cancellations should be received by 7 working days before the workshop date to get a partial refund after deduction of 50% administrative charge. Unpaid registrations will also be liable for 50% administrative charge.
  - Written cancellations/no-show on the day of the workshop.
    - No refund will be entertained.
    - Unpaid registrations will also be liable to full payment of the registrations fee. Partial cancellation is not allowed.
  - You can substitute an alternate delegate(s) if you wish to avoid cancellation charges. Any differences in fees will be charged accordingly.

### RESERVATION

- The Institute reserves the right to make changes to the venue, date, topic, speaker including cancellation if warranted by circumstances beyond its control.
- The Institute reserves the right to utilize any recordings or photographs taken during the delivery of the course(s) for marketing and advertising purposes.
- The Institute is not responsible for the action, advice or representations of the trainer / speaker.
- Registration will be on first-come, first-serve basis.
- Certificates of Attendance will be issued an "E-certificate" via email. For this purpose, it is **COMPULSORY** to fill in the email address clearly. Certificate will only be given to participant who attended the session in full.
- Upon signing this form, you have deemed to have read and understand the registration term and condition and therefore have accepted the terms contained herein.

### DATA PROTECTION

Personal Data is gathered in accordance with the Personal Data Protection Act 2010 (Act 709). The Institute of Internal Auditors Malaysia (IIA Malaysia) hereby inform you that your personal data will be processed, retained and used by IIA Malaysia in relation to this Workshop. Your personal data may also be retained and used by IIA Malaysia to market and promote other training programmes conducted by IIA Malaysia.

### DISCLAIMER

The Institute of Internal Auditors Malaysia (IIA Malaysia) reserves the right to change the speaker(s), date(s) or to cancel workshop(s) should circumstances beyond its control arise. IIA Malaysia also reserves the right to make alternative arrangements without prior notice should it be necessary to do so. IIA Malaysia is not responsible for any incidental cost of participants (i.e. return flights, accommodation and etc) due to changes or cancellation of course(s). Upon submitting the registration form, you are deemed to have read and accepted the terms and conditions.

\* Subject to approval of the proprietor.

## ENQUIRY & REGISTRATION

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